



**The No Kid Hungry Social Innovation Fund Campaign
Request for Proposals**

Released October 24, 2014

General Information and Key Dates

1. This RFP is available in full on the No Kid Hungry web site at **www.nokidhungry.org/SIF**
2. To ensure that applicants are eligible before completing a full proposal, Share Our Strength requires that all potential applicants submit a non-binding Letter of Intent before December 1, 2014. Please see page 13 for additional details.
3. Share Our Strength will host Technical Assistance sessions via webinar to help explain, clarify and answer questions related to the RFP process. To be considered for funding, at least one representative from each applicant organization must attend a Technical Assistance session. Please see page 13 for details.
4. Full proposals must be submitted through our online application process by midnight EST on December 31, 2014. Please see page 17 for submission details.
5. If you have any questions, comments, or concerns please email SIFinquiry@strength.org

Summary of Key Dates

Release of RFP	October 24, 2014
Technical Assistance Session 1	Thursday, Nov. 6 1:00 – 1:30 p.m. EST
Technical Assistance Session 2	Wednesday, Nov. 19 1:00 – 1:30 p.m. EST
Technical Assistance Session 3	Wednesday, Dec. 10 1:00 – 1:30 p.m. EST
Letter of Intent Submission Period	October 24, 2014 – December 1, 2014
Application Submission Deadline	December 31, 2014
Review Process	January 2015 – March 2015
Award Announcements	March 2015

Executive Summary:

Share Our Strength is seeking applications for The No Kid Hungry Social Innovation Fund Campaign. The purpose of this grant is to accelerate the scale of the No Kid Hungry campaign – connecting kids to effective nutrition programs like school breakfast and summer meals; educate and empower low-income families to stretch their food budgets so their kids get healthy meals at home; and shine a national spotlight on the crisis of childhood hunger in America, creating a powerful movement of individuals committed to bold action – in 6-8 state, cities, tribal communities and/or rural zones across the country. The source of funding for this competitive opportunity is the Social Innovation Fund of the Corporation for National and Community Service. More information about the Social Innovation Fund can be found at <http://www.nationalservice.gov/programs/social-innovation-fund>.

Funding Opportunity Title: The No Kid Hungry Social Innovation Fund Campaign

Letter of Interest Due Date/Time: December 1, 2014 / Midnight EST

Request for Proposal Due Date/Time: December 31, 2014 / Midnight EST

Estimated Number of Awards: 6 - 8

Estimated Award Range: \$100,000 - \$500,000

Match Required: 1:1

Length of Initial Project Period: 12 months

Project Start Date: March 2015

Eligible Applicants: With support from the Social Innovation Fund (SIF), Share Our Strength is seeking partners who can help us accelerate the scale and impact of the No Kid Hungry Campaign in 6 - 8 communities across the United States. We are striving to ensure a mix of state, city, and other targeted area campaigns, with special consideration for those operating in areas where children are the hardest to reach, such as in rural geographies and tribal communities. See page 7 for further eligibility criteria.

Contact Info: SIFinquiry@strength.org

The Challenge:

In one of the world's wealthiest nations, no child should grow up hungry. Hunger prevents kids from reaching their full potential. Nearly 16 million children in America - that's nearly one in five - cannot count on getting the food they need (USDA: Household Food Security in the United States in 2013, September 2014). These children are hungry despite our nation having enough food as well as nutrition programs designed to help families and kids get the food they need where they live, learn, and play. In the face of poverty, participation in nutrition programs can make all the difference in the life of a hungry child. Healthy meals are crucial components of a successful day for every child, but there is a gap between those eligible for federal nutrition programs, such as the School Breakfast Program and summer meals programs, and those receiving meals. For example, while more than 21 million low-income kids in the U.S. rely on a free or reduced-price school lunch, only half of those children eat a school breakfast. Equally problematic, when school lets out for the summer only about 3 million low-income kids participate in the summer feeding programs.

Hunger can have profound negative effects on a child's long-term health, behavior, and ability to learn. In 2012, Share Our Strength partnered with Deloitte to produce "Ending Childhood Hunger: A Social Impact Analysis," which revealed the dramatic potential associated with the simple act of feeding kids

a school breakfast. The analysis showed that students who eat school breakfast achieve up to 17.5 percent higher scores on standardized math tests and attend 1.5 more days of school annually. In turn, children who miss less school are 20 percent more likely to graduate high school, and once they've graduated, earn on average \$10,090 more annually. Hunger not only limits a child's prospects, it carries a heavy toll on our economy. According to a report by the Center for American Progress and Brandeis University (2011), "hunger costs our nation at least \$167.5 billion due to the combination of lost economic productivity per year, more expensive public education because of the rising costs of poor education outcomes, avoidable health care costs, and the cost of charity to keep families fed."

Why are nutrition programs vastly underutilized, while American children are hungry? A complex set of factors contributes to this challenge, including a lack of awareness about the programs, transportation issues, misinterpretation of program requirements, administrative burden, complicated school enrollment procedures, and social stigma.

Our Collective Response

In 2010, Share Our Strength launched the No Kid Hungry (NKH) campaign to end childhood hunger in the United States. Our transformative NKH campaign uses cross sector collaboration to mobilize sustainable systems change by taking the solution provided by federal nutrition programs such as school breakfast and summer meals and increasing participation by closing the gap between those eligible and those participating. In addition, we improve the food shopping and preparation skills of low-income families through our signature Cooking Matters programming and promoting an increase in both the supply and demand for nutrition education.

Since 2010, we have invested in campaign activity in all 50 states, with a combination of state-wide, city/region, and local organization based strategies. The focal point has been state and city campaigns, where we have invested in the capacity of high performing backbone organizations that are interested in and have the potential to adopt our proven strategies. Across all campaign areas, these states and cities have experienced a sustainable increase of over 100 million more meals for children and over 450,000 families participating in Cooking Matters programming.

Our Theory of Change

- **Cross-Sector Collaboration**

Our national NKH strategy rests on supporting a strong network of state and city-based NKH campaigns. NKH campaigns are public-private partnerships that catalyze meaningful cross-sector collaboration. Each state or city-based campaign develops a plan to end childhood hunger, sets measurable goals for increasing participation in key federal nutrition programs, identifies and implements strategies to achieving those goals, and uses data to track progress and refine tactics.

These cross-sector collaborations bringing together a variety of stakeholders including state agencies responsible for implementing the federal nutrition programs, elected officials (governors, mayors, education sector leadership, state legislators), non-profits, educators, chefs and other local business

leaders, universities, local volunteers, health professionals, and national partner representatives to develop community-based solutions, leveraging learning from our work across the country. The campaign maintains the critical tenets of Collective Impact success, including a centralized infrastructure through a backbone organization with oversight; staff; continuous communication; a formalized process to lead to shared measurement; and mutually agreed-upon accountability among all members.

- **Key Nutrition Programs**

Each local campaign includes two key components:

- (1) Ensuring that kids have access to existing federal nutrition programs including:
 - a. School Breakfast Program (SBP)
 - b. Summer Food Service Program (SFSP)
 - c. At Risk Afterschool Meals through the Child and Adult Care Food Program (CACFP)
 - d. Supplemental Nutrition Assistance Program (SNAP)
 - e. Special Supplemental Nutrition Program for Women, Infants and Children (WIC)
- (2) Offering nutrition education programming to enhance families' shopping and cooking skills for home meals – deploying programming either directly or through partners. An example of strong nutrition education programming is Cooking Matters, a program developed by Share Our Strength that includes cooking courses and grocery tours.

- **Quantifiable Goals & Measurement**

Share Our Strength has developed a model to quantify success in consultation with various experts and through rigorous analysis of existing data. Together with our local campaigns, we develop shared objectives, with the goal of attaining the following statewide benchmarks below.

1. Provide 70% of kids eating free and reduced price lunch a free and reduced price healthy breakfast through the School Breakfast Program;
2. Provide 10% of kids eating free and reduced price lunch supper through the At-Risk Afterschool Meal Program;
3. Provide a significant increase in kids eating a free and reduced price lunch summer meals through the Summer Meals programs;
4. Help eligible families access Supplemental Nutrition Assistance Program (SNAP), formerly known as food stamps by reaching as close to 100% of full participation of families with children as possible;
5. Ensure that mothers and children have access to Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) by maximizing coverage rate; and
6. Encourage healthy food choices on a budget through nutrition education programs, targeting low-income mothers with children aged 0-5 in key geographies.

With campaigns, we set mutually agreed upon annual milestones and track progress to goals quarterly. For example, for Arkansas' NKH Campaign, the 2014 goal is to increase breakfast

participation to 64 percent and in 2015 to reach the 70 percent benchmark.

- **Role of Share Our Strength**

Share Our Strength has two primary program roles in the NKH Campaign: (1) Create a national movement by elevating the issue of childhood hunger and solutions with public and private sector leaders and the general public; and (2) Expand and support the capacity of local campaigns to deliver concrete results to eliminate childhood hunger. Share Our Strength's investments in our local campaigns include the following components:

Backbone organization grants: Grants for backbone partners focus on activating the campaign, establishing the collective partnership, building capacity, and supporting program costs.

Dedicated staff support: Each local campaign has a dedicated staff person on our NKH field team, who consistently works with the local campaign teams, acting as a hub for the flow of information to ensure campaigns are on track with the resources they need.

Ongoing access to best practices: A catalyst for research and the exchange of ideas, the NKH Center for Best Practices (Center) leverages our solutions-based approach to unite the anti-hunger community and amplify our results. In one year, more than 55,000 online visitors from all 50 states utilized the toolkits, webinars, and other materials. The Center provides the tools, resources, and direct technical assistance needed for campaigns to achieve success.

Strategic planning and goal-setting support: Our measurement and planning teams support campaigns to plan and set goals, leveraging our grants database and accessing state and federal data to forecast impact.

Networking and peer learning opportunities: Throughout the year there are opportunities for peer learning such as regular convenings and ongoing webinars. There is an annual convening that subgrantees are required to attend.

Communications support: Our communications team has customizable templates for local campaigns to increase awareness; amplifies press attention to the work of our partners; and serves in an advisory capacity for partners seeking communications expertise.

Smaller capacity building funds for local field organizations: A successful strategy to increase program participation is administering smaller capacity building funds to drive local progress such as supporting a local school to offer breakfast in the classroom, purchasing a refrigerator to extend the capacity of a summer meal site, or supporting key actors to join the partnerships. Our team administers these funds directly, in close collaboration with local partners. Please note that SIF grantees may not further sub-grant funds to other organizations.

While each local campaign determines their top priorities and supplemental focus areas depending on their strengths and local need, the No Kid Hungry campaign model employs a number of proven tactics that we will want grantees to implement. Tactics may include:

- Encourage schools to become nutrition hubs offering three meals a day during the school year and meals during the summer by demonstrating the financial viability, providing technical assistance, and grant-making;
- Support schools to make breakfast part of the school day by offering alternative breakfast models through smaller capacity building funding and technical assistance, such as breakfast

in the classroom, which is shown to substantially increase participation in school breakfast compared to traditional cafeteria style;

- Raise awareness of issues surrounding school breakfast to increase participation;
- Grow the availability of summer and after school meals through sponsor strengthening efforts and supporting sites through smaller capacity building funds and technical assistance;
- Develop strategies for mobile meals for summer and after school;
- Run outreach campaigns to families, including hotlines, texting, postcards, and robo-calls to share details on availability of summer meals;
- Leverage data matching to identify eligible families using state program data and reach out to those families to provide application assistance;
- Ensure WIC efficiency at the state level to reach as many mothers and children in need as possible;
- Offer low-income families nutrition education programming to grow families' ability to prepare healthy meals on a limited budget, stretching current SNAP/WIC dollars for those participating.

Share Our Strength or our grantees may supplement the SIF grant with additional smaller capacity building funds to support service providers or other partners to help achieve program goals.

Request for Proposals

With support from the Social Innovation Fund (SIF), Share Our Strength is seeking partners who can help us accelerate the scale and impact of the No Kid Hungry Campaign in 6 - 8 communities across the United States. We are striving to ensure a mix of state, city, and other targeted area campaigns, with special consideration for those operating in areas where children are the hardest to reach, such as in rural geographies and tribal communities.

Eligibility Criteria

All organizations must adhere to the criteria below to be eligible for consideration:

1. *Type of Organization*

For the purposes of the 2014 No Kid Hungry Social Innovation Fund sub-grantee cycle, eligible nonprofit community organizations must be:

- Organizations described in section 501(c)(3) of the Internal Revenue Code and exempt from taxation under section 501(a), or any entity or organization described in sections 170(c)(1) or (2) of the Internal Revenue Code.

2. *Focus on Low-income*

Proposed programs must target low-income populations with a high level of unmet need. These populations are generally defined as households earning at or below 185 percent of the federal poverty guidelines, the standard used for qualification for free and reduced price school meals.

Proposed programs may focus on communities where a majority of the population is comprised of families who meet this criterion, but may also include programs that target low-income families and children that reside within higher-income communities.

3. *Expertise on Hunger Issues*

Applying organization must maintain an existing mission related to hunger, health, nutrition, or education that connects with the campaign objectives. Experience working with the federal child nutrition programs is required.

4. *Geography*

- Applying organizations may be located anywhere in the United States.
- Geographic scope of the proposed program may include any defined 'community' where the applying organization is able to define and execute a strategic and outcome-driven No Kid Hungry Campaign. Potential communities may include (but are not limited to): statewide, citywide, single county or multi-county areas, rural zones, or tribal communities.
- Special consideration will be given to applicants operating in areas where children are the hardest to reach, such as kids in rural geographies and tribal communities.
- Additional priority will be given to organizations located in areas not currently being served by the Social Innovation Fund.

5. *Outcome Alignment*

Applying organizations must be willing to serve as a backbone organization using the collective impact model (see definition below) to deliver the No Kid Hungry Campaign, as described above. Funds will be used toward working collaboratively with Share Our Strength to develop and implement a strategy to reach the milestones described in the Quantifiable Goals and Measurement section above. Organizations must also demonstrate a willingness to pursue program growth between years 1-3.

6. *Matching Funds*

Subgrantees selected through this process are to provide a 1:1 cash match based on the award amount. The project budget must reflect total costs inclusive of both the grant award and the required 1:1 match. The match must be in the form of cash match; no in-kind match is allowed. In addition, match funds must be new funding or from cash reserves. Match cannot be already restricted funding that is redirected for purposes of meeting the match requirement.

Selected organizations must demonstrate either cash-on-hand or commitments (or a combination thereof) toward meeting 50 percent of the required first-year matching funds, based on the amount of grant funds requested.

Subgrantees are required to meet a dollar for dollar match expenditure every 12 months beginning at the start of their first award period. Failure to meet the match at any of the 12 month increments will result in termination of the grant award. The awardee may complete the current cycle but may not receive subsequent funding.

Characteristics of Strong Candidates

Our ideal grantee profile for the No Kid Hungry Social Innovation Fund project is a non-profit organization with the following characteristics:

- Experience convening cross-sector collaborations and embracing the principles of collective impact -- see below for comprehensive definition
- Has close ties with the state agencies implementing federal nutrition programs
- Views alleviating hunger as a critical component of their mission
- Has strong leadership that can embrace the idea of a transformational solution to the issue versus incremental change

Other key success factors include:

- Existing partnerships in state and local government, community, and education, including experience working with area school districts.
- Field and advocacy experience with hunger issues in their targeted area
- Capacity to support these diverse hunger alleviation and awareness efforts including the ability to hire a strong team quickly
- A proven ability to fundraise; comfort working in a data-driven accountability model; and an established infrastructure including robust financial and human resource systems
- An established organization with a strong reputation in the community

While we anticipate that the most qualified applicants are likely to have annual operating budgets in the range of \$1.5 million or higher, we are open to and interested in unique applications from newer and smaller organizations that have compelling proposals.

Definition of Collective Impact

Collective impact is a promising model in which cross-sector coalitions form to identify a common set of challenges and evidence-informed and evidence-based solutions, and then work together to implement the solution. The Corporation for National and Community Service (CNCS) is interested in learning whether this approach can demonstrate at least a moderate level of evidence in producing better outcomes than other, singular or additive models.

Collective Impact efforts should include the following characteristics:

- **Common Agenda:** All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
- **Decision Making, Data, and Shared Measurement:** Agreement from all participants to implement solutions that are at least evidence-informed. Collecting data and measuring results

consistently across all participants to ensure that efforts remain aligned and that participants hold each other accountable.

- **Mutually Reinforcing Activities:** Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
- **Continuous Communication:** Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.
- **Investment and Sustainability:** There is broad ownership from all participants in building infrastructure and resources to sustain the work and continuously improve outcomes.
- **Backbone Organization:** Creating and managing collective impact requires a separate entity with staff and a specific set of skills to serve as the backbone for the entire initiative and to coordinate participating organizations and agencies. Successful applicants will have demonstrated experience leveraging the Collective Impact approach with existing “backbone” entities.
- **Evaluation and Accountability:** To be funded by the SIF, collective impact approaches must include a strategy for rigorous evaluation, including a strategy for isolating causal effects of the approach.

Joint Applications

Multiple partners from one community are welcome to submit a joint proposal that reflects a collaborative program approach. In this situation, one organization must serve as the named applicant/grantee, and will be responsible for administration of grant funds and other compliance requirements.

Potential Award Range and Grant Period

The total pool of dollars available for year one grants is \$1.2 million.

We anticipate awarding year one grants to 6-8 organizations, with a potential of a three year grant period, dependent on federal funds, meeting established year 1 benchmarks, and general compliance with all sub-grant requirements. The year one grant award and program period will be March 2015 to February 2016.

Organizations may apply for grants of \$100,000 - \$500,000 for year one. Grants in year 2 and year 3 are anticipated to be \$125,000 - \$500,000 per year. The project budget must reflect total costs inclusive of both the grant award and the required 1:1 match.

Please see eligibility criteria above for grant matching requirements.

What the Grant Will/Will Not Support

Grantees will serve as backbone organizations responsible for key collective impact activities such as recruiting appropriate partners, establishing the vision and strategy, driving program activities,

advancing policy, identifying additional funding resources, and establishing shared measurement practices.

All selected partners will be required to conduct program evaluation in partnership with Share Our Strength to enhance the evidence base of the effectiveness of the NKH model.

Costs that may be supported by No Kid Hungry Social Innovation Fund dollars include, but are not limited to:

- Project operating costs, including staff costs, to support the No Kid Hungry Campaign model, or the creation of a new campaign in high need or underserved regions.
- Evaluation and data collection.
- Federally approved indirect cost rates.
- Costs for criminal background checks for personnel working on this grant (see below).

Non-allowable costs include:

- Fundraising, including time of fundraising staff
- Re-granting: SIF grant funds may not be passed-through or re-granted to other organizations.
- Attempting to influence legislation.
- Organizing or engaging in protests, petitions, boycotts, or strikes.
- Assisting, promoting or deterring union organizing.
- Impairing existing contracts for services or collective bargaining agreements.
- Engaging in partisan political activities or other activities designed to influence the outcome of an election to any public office.
- Conducting a voter registration drive or using CNCS funds to conduct a voter registration drive.
- Participating, in or endorsing, events or activities that is likely to include advocacy for or against political parties, political platforms, political candidates, proposed legislation, or elected officers.
- Engaging in religious instruction; conducting worship services; providing instruction as part of a program that includes mandatory religious instruction or worship; constructing or operating facilities devoted to religious instruction or worship; maintaining facilities primarily or inherently devoted to religious instruction or worship; or engaging in any form of religious proselytization.
- Providing a direct benefit to:
 - A for-profit entity;
 - A labor union;
 - A partisan political organization;
 - An organization engaged in the religious activities described in the preceding sub-clause, unless Agreement funds are not used to support the religious activities; or
 - A nonprofit entity that fails to comply with the restrictions contained in section(c)(3) of U.S.C. Title 26.
- Providing abortion services or referrals for receipt of such services.
- Grant funds may not be used for international travel or projects where the primary beneficiaries of an activity are outside the United States.

- Such other activities as CNCS may prohibit.

While re-granting by awardees is not allowed, as stated above, Share Our Strength may supplement the SIF grant with additional funds, implemented directly by Share Our Strength, to support field capacity building funds to service providers or other partners to help achieve program goals.

Please note this is a cost reimbursement grant that includes federal funds and carries all requirements related to federal funding. Additionally, successful applicants are required to match all funds on a 1:1 cash basis. All grant dollars and matching dollars must be documented and tracked separately. Share Our Strength retains the discretion to determine the breakdown of costs between the grant award and the required 1:1 match. In general, half of each item of cost will be reimbursed. In remote cases, Share Our Strength may approve a different breakdown between the grant award and required 1:1 match by item of cost.

All costs must adhere to federal requirements, for example staff timesheet tracking. Please reference and be familiar with all federal requirements at <http://www.nationalserviceresources.org/financial-and-grants-management>.

The grantee should include the costs of criminal background checks for personnel working on this grant. The National Service Criminal History Check consists of three parts: 1) Federal Bureau of Investigation (FBI) finger-print based check, 2) State criminal history registry check, and 3) National Sex Offender Public Registry check. Additional information about which of these background checks are required for personnel may be found at <https://www.nationalserviceresources.gov/national-service-criminal-history-check-resources#.VFJIQvnF91B>.

Technical Assistance, Training and Other Support

Share Our Strength is committed to the long-term success of our grantees. In addition to the grant to the Social Innovation Fund awardees, Share Our Strength will provide significant additional support to our selected partners. Additional services and support will include:

- € Grants and grants administration for local organizations who provide key roles as service providers or other partners in the campaign
- € Regular communications support including assistance with press releases, awareness and outreach events, etc.
- € Ongoing access to best practices from our staff and current cadre of No Kid Hungry campaign partners
- € Strategic planning and goal-setting support
- € Evaluation support and data tracking on progress
- € Program technical assistance such as how to implement breakfast in the classroom at a school
- € Networking and peer learning opportunities
- € Deep advocacy experience to help advance local policy and systems changes
- € Connection to potential funding partner
- € Financial and compliance support and monitoring

All of these services will be managed by the grantee's central point of contact on our Field Operations team who is responsible for identifying opportunities to use our assets to advance a partner's progress.

Information Sessions

To assist potential applicants, Share Our Strength will host 1 to 2 informational webinars before the LOI is due, and 1 to 2 technical assistance webinars after the LOI has been received. To be considered for funding, at least one representative from each applicant organization must attend one Technical Assistance webinar to receive background information about the No Kid Hungry strategy and objectives. (Attendance will be recorded through sign-in).

During the webinars, we will walk through the goals of the award, eligibility requirements, match requirements, application process, and answer questions pertaining to the Social Innovation Fund RFP.

The No Kid Hungry Social Innovation Fund Campaign website will be updated with the times, dates, and registration links for each webinar.

Required Application Components

Letter of Intent

We require all applicants who intend to apply submit a Letter of Intent (LOI) no later than midnight EST on **December 1, 2014**. Letters of Intent will be not be formally ranked or evaluated however they will be screened for general compliance with the grant requirements. LOIs also enable us to ensure a knowledgeable, diverse and inclusive panel of experts for review of the full proposals.

LOIs will be reviewed on a rolling basis following their submission. Applicants who meet the grant requirements will be informed and will be able to access the full grant application, found online, within two weeks of submission of their LOI.

The LOI is intended to provide a brief overview of your proposed program plan and is non-binding. You may make changes to your proposed program and/or the amount of your request when you submit a full proposal.

LOIs must be submitted via our online grants portal. The LOI questions below are provided to allow your organization to easily access the information you will need for your submission. Mailed or email submissions will not be accepted.

To access Share Our Strength's grants portal to submit an LOI:

1. Go to <http://grants.nokidhungry.org/>.
2. If you have never applied for a grant from Share Our Strength, please create an account by filling in the "Step 1 of 2: Account Set-Up" (Please see below for instructions for previous grantees or grant applicants).
3. Complete "Step 2 of 2: Contact Information."
4. Complete Organizational Information Page.
5. You will then be taken to a page where you may input your access code: **SIFLOI2014**.
6. Fill in all required information and submit letter.
7. If at any time you need assistance with using the online system, please click on the Help Desk link in the upper right hand corner of the portal. A person who can assist you will get back to you, generally within 1 business day.
8. If you have questions about the grant requirements or acceptable uses of grant funds, please contact SIFinquiry@strength.org.

If you have applied for a grant from Share Our Strength within the last 24 months, please use the following directions. (If you are uncertain if you have a login ID, please send an email to grants@mmseducation.com to check, so that we can avoid creating duplicate accounts).

1. Go to <http://grants.nokidhungry.org/>.
2. Login with the email and password combination you used in our previous system to access your grant application. If you are unable to login with your password, click on “forgot password”. Our help desk will be able to assist you in resetting your password and accessing your application.
3. Under “View A Grant Opportunity”, enter the following access code: SIFLOI2014.
4. Fill in all required information and submit letter.
5. If at any time you need assistance with using the online system, please click on the Help Desk link in the upper right hand corner of the portal. A person who can assist you will get back to you, generally within 1 business day.
6. If you have questions about the grant requirements or acceptable uses of grant funds, please contact SIFinquiry@strength.org.

Letter of Intent – Organization Eligibility

Please answer the following questions:

1. Organizations eligible to receive funds through this opportunity include: Organizations described in section 501(c)(3) of the Internal Revenue Code and exempt from taxation under section 501(a), or any entity or organization described in sections 170(c)(1) or (2) of the Internal Revenue Code. Does the applying organization meet this requirement?
☐ Yes
☐ No
2. Does your organization primarily serve and/or focus on the needs of low-income communities and individuals? *These populations are generally defined as households earning at or below 185 percent of the federal poverty guidelines, the standard used for qualification for free and reduced price school meals. Proposed programs may focus on communities where a majority of the population is comprised of families who meet this criterion, but may also include programs that target low-income families and children that reside within higher-income communities.*

☐ Yes

☐ No

3. Is your organization currently focused on anti-hunger initiatives, including recent experience with at least two or more of the federal child nutrition programs (specifically SFSP, CACFP, the School Breakfast Program, SNAP and WIC). *Applicants must already be focused on anti-hunger initiatives and have experience with the federal child nutrition programs.*

☐ Yes

☐ No

4. Annual awards for this grant are expected to range from \$100,000 - \$500,000 for year one grant award and program period (March 2015 – February 2016), and \$125,000 - \$500,000 for years 2-3, and must be matched 1:1. The project budget must reflect total costs inclusive of both the grant award and the required 1:1 match. Is your organization able to demonstrate their ability to meet these matching funds requirements? *Applicants must be able to demonstrate either cash-on-hand or commitments (or a combination thereof) toward meeting 50 percent of the required first-year matching funds, based on the amount of grant funds requested, with the minimum match being \$100,000. Please note in-kind matches are not eligible for this grant requirement, however existing funds on-hand that will be dedicated specifically to the work proposed for this initiative may count towards the match.*

☐ Yes

☐ No

Applicants must be able to answer yes to all of the above questions to be granted access to the narrative portion of the LOI.

Letter of Intent – Narrative

Please upload IRS Determination Letter.

1. Please describe the geographic region that your proposed program will serve.
(Please note, potential communities may include (but are not limited to): statewide, citywide, single county or multi-county areas. Special consideration will be provided to areas where children are hardest to reach, including rural areas and tribal communities.)
2. Please describe the demographics of the population that your proposed program will reach.
3. Please provide a brief narrative summary (2-3 paragraphs) of your proposed plan to create, expand or strengthen a regional campaign to end childhood hunger that aligns with goals described in the Request for Proposals.

4. Please briefly describe your experience leading collaborative work in your target geography.

Letter of Intent – Organizational Budget

Please upload a copy of your organization's IRS Form 990, filed for the current fiscal year.

Letter of Intent – Acceptance of Additional Requirements

As a part of submitting this Letter of Intent, I understand the following requirements:

- € The information contained within the Eligibility Test and corresponding Letter of Intent are accurate, and that they will weigh towards my application.
- € The applying organization will be a part of a proactive and interactive partnership, and is willing to serve as a backbone organization using the collective impact model to deliver the No Kid Hungry Campaign as described.
- € The applying organization will adhere to all federal grant program guidelines, including background checks, financial compliance, and future reporting.

Within two weeks of submitting an LOI, applicants may login again to our grants portal to review the status of their application.

Full Proposal

Applicants may begin entering their full proposal as soon as their LOI is approved in our grants portal. Full proposals must be submitted no later than midnight EST on **December 31, 2014**.

Proposals must be submitted via our online grants portal using the login and password combination supplied to submit a Letter of Intent. The proposal questions provided below are intended to allow your organization to easily access the information you will need for your submission. Mailed or emailed submissions will not be accepted.

To access Share Our Strength's grants portal to submit an Application:

1. Go to <http://grants.nokidhungry.org/>.

2. Supply the Username and Password used to submit the Letter of Intent. (If you can no longer use or access this login combination, please email the Help Desk by clicking on the link in the upper right-hand corner of your login page).
Applicants who have forgotten their password may click on the “Forgot Password?” link located directly below the login section.
3. You will then be taken to a page where you may input your Application access code: **SIFAPP2014**.
4. Fill in all required information and submit application.
5. If at any time you need assistance with using the online system, please click on the Help Desk link in the upper right hand corner of the portal. A person who can assist you will get back to you, generally within 1 business day.
6. If you have questions about the grant requirements or acceptable uses of grant funds, please contact SIFinquiry@strength.org.

Section 1. Executive Summary

1. Please provide a brief, one paragraph summary of your No Kid Hungry Social Innovation Fund multi-year campaign, as described in the proposal that follows.

Section 2. Program Narrative

Organization Background and Community Information – 5%

1. Describe your organization’s mission, background and current program focus.
2. Describe the geographic area and demographic population you serve.
3. Please describe the geographic area and demographic population of the community you intend to reach through the No Kid Hungry Social Innovation Fund program. Please be sure to indicate if this is different (either more limited or more expansive) than your organization’s usual program scope.
4. What is the current state of need in your community?

Program Design – 50%

Please note that you are expected to focus on the Summer Food Service Program (SFSP) and school breakfast in year one (12 months) of your grant.

1. Please describe your planned No Kid Hungry Campaign program, and what activities will take place when. Please include target federal nutrition programs and nutrition education activities including preliminary goals. Be sure to discuss each of the program areas reached with the NKH model including SFSP, CACFP, school breakfast, SNAP, WIC, and nutrition education. Please share preliminary thinking on your organization's role and the role of other community partners in the campaign.
2. In addition to work surrounding SFSP and school breakfast, are there any other program areas that will be emphasized in year one? Which program areas will need to be added over the course of a multi-year initiative?
3. What are your specific plans and tactics to reach goals over the multi-year initiative, including how you will deploy resources (financial, staffing, and other) to achieve these goals?
4. How will you build a strong collective impact table? Please include your preliminary thinking on who would join the collaborative and your existing or historical relationship with those entities. If you will utilize an existing collaboration, please describe the current membership, goals, and activities of the collaboration and why the collaboration is a good fit for this work.
5. What is the existing environment with the relevant state agencies and school districts who support and administer the federal child nutrition programs? How will you grow the support among these stakeholders to achieve success?
6. What is the expected measurable impact in terms of children reached/meals added/clients served, and what is your timeline for reaching these goals?
7. Why is now the appropriate time for this multi-year effort and commitment for your team in your community?
8. What are the biggest risks to program success?
9. One of the strategies we've seen effective to increase participation include smaller grants to local sites or schools. These funds would be available outside of the SIF application 2014 process. Do you anticipate needing such funds for your program? *If yes, please estimate for what and cost for year one.*

Additional Organizational Capacity and Experience – 30%

1. Please describe why your organization is best positioned to lead this multi-year initiative. Include relevant experience, connection to mission, and strength of community leadership.
2. What is your experience with the collective impact model in your targeted community and what is your experience driving long-term systemic change?
3. Please provide information on key staff that will be involved in the proposed campaign, and indicate if any of these positions will be new hires. Please use this section to demonstrate needed expertise and staff resources in the following areas, as applicable.
 - federal child nutrition programs
 - communications
 - issue-based education
 - financial management (including federal grants management)
 - evaluation support and data collection
 - executive leadership

Please upload a copy of your current organizational chart that shows where the included positions are represented.

4. What is your experience with evaluation of your programs and data collection?
5. Describe the extent to which your program has diverse funding resources available for program implementation and sustainability over the multi-year initiative.
6. What is your experience in administering federal grants?
7. What are the biggest challenges from an organizational capacity perspective you will have to overcome?
8. Please describe any historical activity that you have had directly with federal nutrition programs (e.g. summer food service sponsor.) Please provide details on your role and, if applicable, scope of services such as total meals served or total sites operated.

Section 3. Program Budget and Accounting – 15%

The Program Budget and Accounting Section includes four areas: Budget Form, Budget Narrative, Match Requirements, and Accounting Capabilities.

The minimum grant amount is \$100,000.

The grantee must provide a cash match that is, at a minimum, equal to 100% of the grant funds you are requesting from Share Our Strength. **The project budget must reflect total costs inclusive of both the grant award and the required 1:1 match.**

Share Our Strength retains the discretion to determine the breakdown of costs between the grant award and the required 1:1 match. In general, half of each item of cost will be reimbursed. In remote cases, Share Our Strength may approve a different breakdown between the grant award and required 1:1 match by item of cost. The match must qualify under federal requirements. Please note that in-kind match (i.e., goods or services that you do not pay for) is not acceptable under the terms of this grant.

Budgets should take into account any funds needed to increase grantees' capacity for data gathering.

To complete the Budget Form & Budget Narrative sections: Please see the Program Budget Template below for a description of each budget category.

1. **Budget Form:** See below (Program Budget Template) for required line items your year 1 (12 month) program budget. Please submit your 12 month budget request, indicating the appropriate line item category and in which 6-Month increment the line item or items will be funded. Line item options in each category have been separated with the terms "First 6 Mos." (March 2015 – August 2015) and "Second 6 Mos." (September 2015 – February 2016). The budget form should include the total for each line item, in the two 6 month increments. For example, Personnel Expenses – First 6 Mos, would include the total salaries in budget for the first 6 months. Please include a brief description with this entry. Please include the detail behind each line item in the budget narrative section.
2. **Budget narrative:** In addition to the budget template, you must also complete an accompanying budget narrative that includes a detailed narrative description for every line item category included in your budget form. Additionally, include how funds will be used to effectively support activities described in the proposal narrative. Do not include unexplained amounts, amounts for miscellaneous or contingency costs, or costs not allowed under federal funding requirements.
3. **Matching requirements**
 - a. What existing matching sources do you have on hand to meet the matching requirement?
Source of Match Funds: Please indicate the source of matching funds. The total amount must be, at a minimum, equal to the amount of the grant request and must meet federal standards for match. Match must be in the form of cash match; no in-kind match is allowed for this program. In addition, match funds must be new funding or from cash

reserves. Match cannot be previously-obligated funding that is redirected for purposes of meeting the match requirement.

- b. How will you secure any additional required matching funds? Please be as specific as possible, and include information about previous experience with matching grants.

4. **Please indicate whether your organization has the following financial accounting capabilities/systems:**

- a. A job cost accounting system that allows you to record budgets, revenue and expenses by cost center, jobs, grants and activities. (Yes/No)
If yes, Please name the accounting system used by your organization: _____
- b. Automated payroll system (Yes/No)
- c. Time and attendance (timesheet) system (Yes/No)

Program Budget Template

Your budget must include the following categories. If there are additional line items you wish to include that you are not able to assign to the categories below, please use the “other” category in the drop-down menu and ensure the item(s) is/are fully explained in the budget narrative. Budgets should take into account any funds needed to increase capacity for data gathering. All matching funds must qualify under federal requirements. Please note that in-kind matches (i.e. goods or services that you do not pay for) are not acceptable under the terms of this grant).

- **Personnel Expenses:** Please include the title of each position, salary of each position, and the amount of time (i.e., % FTE) each position will work on the program. Multiply the salary by the FTE %, and the resulting total should equal the total of the grant request and match.
- **Fringe Benefits:** Please provide the basis for any fringe benefit amounts. Examples of some common fringe benefits may be the employer’s share of FICA, Medicare, health insurance, and retirement plan contributions.
- **Travel:** Please include the basis for any travel costs, such as mileage, airfare, hotel stays, meals while traveling, and number of personnel expected to travel. The budget request should include at least one trip to DC for a No Kid Hungry partner convening. Mileage reimbursement rates and related costs must comply with federal guidelines.
- **Equipment:** Please include a description and cost of any necessary equipment to be purchased that exceeds \$5,000, and provide a summary of why the equipment is needed and how it will be used.
- **Supplies:** Please include a description of any needed supplies and the basis for such costs.

- **Contractual and Consultant Services:** Please provide a description of any services and the basis of the budgeted cost, such as for data collection. Please note that grant recipients may not further sub-grant funds to other organizations.
- **Other:** Please include costs not included in the categories above. The grantee should include the costs of criminal background checks for personnel working on this grant. The National Service Criminal History Check consists of three parts: 1) Federal Bureau of Investigation (FBI) finger-print based check, 2) State criminal history registry check, and 3) National Sex Offender Public Registry check. Additional information about which of these background checks are required for personnel may be found at <https://www.nationalserviceresources.gov/national-service-criminal-history-check-resources#.VFJlQvnF91B>.
- **Federally-approved Indirect Costs:** Indirect costs may only be included in your budget if your organization has a federally-approved indirect cost rate. Reimbursement for indirect costs, general and administrative costs, overhead, or any similar cost rate type agreement, will be at the rate(s) and on the base(s) specified in the approved award budget. These amounts are subject to finalization by the cognizant federal agency or CNCS. Any provisional rate(s) is subject to downward adjustment only under this award. Accordingly, final approved rate(s) charged to this award may not exceed the maximum provisional rate(s). If the cognizant federal agency or CNCS does not approve a final rate, then the maximum provisional rate will be considered the final rate.

Section 4. Required Attachments

- € Current year-to-date financial statements.
- € Most recent audit and A-133 audit, when applicable (for entities currently receiving federal funds).
- € Non-discrimination statement.
- € Letter certifying the ability to meet the 1:1 cash match requirement.
- € Signed expectations document signed by Executive Director or authorized representative.
- € Letters of commitment from key partners. Appropriate partners may include (but are not limited to):
 - Other nonprofits you currently work with collaboratively or who will be a part of your proposed project
 - Business partnerships, including donors, media, etc.
 - Local or statewide elected officials relevant to your proposed work
 - Local or statewide agencies relevant to your proposed work
 - Area school districts

Application Review Criteria

All eligible applications will be fully reviewed and assessed based on both the eligibility and application review criteria. In evaluating applications, reviewers will rate and weigh the following categories:

Proposal Section	Weight
Organization background and community information	5%
Program Design	50%
Additional Organizational Capacity and Experience	30%
Program Budget	15%

In addition to the above rubric, applicants will be evaluated against their peers on the following secondary criteria in keeping with the principles of our organizational Theory of Change and plan for activating the collective impact model. Secondary criteria for evaluation of applications include:

- Existing partnerships in state and local government, with other community based organizations, and education entities
- Field and advocacy experience with hunger issues in their targeted area
- Capacity to support diverse hunger alleviation and awareness efforts including the ability to hire a strong staff team quickly
- Comfort working in a data-driven accountability model
- Established infrastructure including robust financial and human resource systems

Overview of Review and Selection Stages

The review and selection process described below is intended to ensure a well-rounded slate of applicants and final awardees for the No Kid Hungry Social Innovation Fund Program, with a focus on geographic diversity and ability to demonstrate impact.

1. Letter of Intent review:

The purpose of the Letter of Intent is to ensure that potential applicants are broadly eligible for the program, and to help ascertain potential alignment with the program's goals. LOI's will be reviewed by internal Share Our Strength staff only.

LOIs will not be formally ranked or scored; all LOIs that are deemed eligible will be granted access to the full application. Share Our Strength staff may use the LOI as a basis for informing applying organizations of potential areas of strengths or weaknesses in their proposed program, to help ensure they are able to submit the strongest possible request in the full proposal stage.

2. Full proposal review:

- Share Our Strength will check for full compliance with the RFP's guidelines and conduct an organizational capacity assessment to screen for financial security, potential federal grant compliance issues, and organizational capacity.
- After the applications have been scored and ranked, an internal Share Our Strength team of program staff will use our detailed financial projection model to analyze budget adequacy and verify evidence of an organization's effectiveness to have impact at that scale. We will then work with organizations to adjust the scope and budget if necessary.
- **Final Selection:** The final slate of proposed awardees will be approved by Share Our Strength Executive Team

Conflict of Interest Policy

Share Our Strength is committed to ensure fairness, integrity and impartiality in all activities, including our RFP process. To that end, we will use the information gathered during the LOI process to help us minimize in advance any conflicts of interest among our proposal reviewers and the potential applicant organizations. Any situation that could cause a reasonable person with all the relevant facts to question the impartiality of the reviewer or that leads a reviewer to question his or her objectivity means that the reviewer may not participate in the review of that application.

Share Our Strength further agrees to:

- avoid any activity or outside interest which conflicts or appears to conflict with the best interest of Share Our Strength and the No Kid Hungry Social Innovation Fund program
- disclose any potential conflict of interest or business dealings that may impact the No Kid Hungry Social Innovation Fund program

Transparency Disclosure

Share Our Strength is committed to transparency in grantmaking. To comply with the transparency and open government policies of the Social Innovation Fund, Share Our Strength will release the following information about our process once grantees have been finalized.

- A blank template of the external review form
- A list of all compliant applications submitted
- Executive summaries of all compliant applications as submitted by the applicants
- Program narratives for successful applications
- A list of all external reviewers that completed the review assignment
- Summaries of external reviewer comments on successful applications

Share Our Strength's No Kid Hungry Social Innovation Fund: Promotion and Advertising

Share Our Strength will promote the Social Innovation Fund Awards through our many communications channels. This will include extensive promotion during the period the RFP is open to inform as many potential grantees as possible, as well as post-award promotion to promote the selected grantees and the proposed goals and impact of the No Kid Hungry Social Innovation Fund

Program. Please feel free to share this RFP with any organizations or networks that you believe may be interested in applying or learning more about this opportunity.